

**ELEMENT:** Earned Value Management Systems

**Sub-Element:** Earned Value Management Systems

**Note:** This Matrix applies ONLY if there is an EVMS requirement (CPR or C/SSR for example)

<b>RISK CATEGORY</b>	<b>PERFORMANCE</b>	<b>SCHEDULE</b>	<b>COST</b>
<p><b>HIGH (3)</b></p> <p>--The process is out of control or performance data casts significant doubt on the capability of the system or key process to meet requirements. A major disruption is highly probable and the likelihood is the contractor will not meet the performance, schedule, or cost objectives.</p>	<ul style="list-style-type: none"> <li>• EVMS System or Program Surveillance is not performed</li> <li>• Most of the elements under Moderate Risk are evident PLUS</li> <li>• Poor coordination with suppliers</li> <li>• Customer needs not understood</li> <li>• System Description poorly defined</li> <li>• High Level of Effort Tasks</li> <li>• Solutions to technical problems have not been properly addressed</li> <li>• EVMS Implementation is ill defined or non-existent</li> <li>• Prior Performance with attributes affiliated with High Risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Most high risk performance elements are evident</li> <li>• Schedule impacts occur at start of the program</li> <li>• No use of schedule management tools</li> <li>• Schedule is determined by the budget; 10% or greater variance</li> <li>• Schedule, as planned, is virtually unobtainable</li> <li>• Unforeseen schedule impacts occur regularly</li> <li>• No schedule incentives</li> <li>• Continuous Re-planning</li> </ul>	<ul style="list-style-type: none"> <li>• Most high risk performance elements are evident</li> <li>• Cost impacts occur at start of the program</li> <li>• 10% or greater variance</li> <li>• Planned cost targets are virtually unobtainable</li> <li>• Unforeseen cost events occur regularly</li> <li>• No cost incentives</li> <li>• LCC not considered</li> <li>• High Percentage of Budget assigned to Management Reserve</li> </ul>
<p><b>MODERATE (2)</b></p> <p>--There is moderate process variance and the trend is adverse. Performance data casts doubt on the ability of the system or key process to consistently meet requirements. Not only is it probable the contractor will encounter delays in meeting the performance, schedule, or cost objectives, but if concerns are not addressed, the process may progress to high risk.</p>	<ul style="list-style-type: none"> <li>• Process not monitored for consistent performance</li> <li>• Training and tools not provided</li> <li>• Technical support not available</li> <li>• Process is not standardized</li> <li>• EVMS effort is not planned or controlled</li> <li>• Risk Management is poorly performed</li> <li>• Project Management is poor</li> <li>• Cost Accounts are not integrated</li> <li>• EVMS integration</li> </ul>	<ul style="list-style-type: none"> <li>• Most moderate risk performance elements evident</li> <li>• Schedule impacts occurring early in the program</li> <li>• Some elements on the critical path are slipping</li> <li>• There isn't budget available to address schedule slips</li> <li>• Slipping schedule out is used to compensate for cost overruns</li> <li>• Unforeseen events adversely affecting schedule</li> <li>• Tradeoffs consistently favor cost or performance</li> <li>• 5% to 10% negative</li> </ul>	<ul style="list-style-type: none"> <li>• Most moderate risk performance elements evident</li> <li>• Cost impacts occurring early in the program</li> <li>• Schedule slippage affecting costs</li> <li>• Unforeseen events adversely affect cost</li> <li>• Tradeoffs consistently favor schedule or performance</li> <li>• 5% to 10% negative cost variance</li> </ul>

	<ul style="list-style-type: none"> <li>is poorly controlled</li> <li>• Prior Performance with attributes affiliated with Moderate Risk.</li> </ul>	<ul style="list-style-type: none"> <li>schedule variance</li> </ul>	
<p><b>LOW (1)</b></p> <p>--Performance data provides confidence in the capability of the system or key process to meet requirements. Minimal or no impact will occur in meeting performance, schedule, or cost objectives.</p>	<ul style="list-style-type: none"> <li>• EVMS effort is planned and tracked</li> <li>• Resources are allocated and process documented</li> <li>• Training and tools available</li> <li>• Process is standardized and controlled with data</li> <li>• Solutions are analyzed against evaluation criteria</li> <li>• Requirements are derived and allocated; risk is managed</li> <li>• Disciplines are integrated</li> <li>• EVMS integration occurring</li> <li>• EVMS verification and validation are performed</li> <li>• Goals are established and the process is continually improved</li> <li>• Prior Performance with attributes affiliated with Moderate Risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance is low risk</li> <li>• Very few impacts to schedule</li> <li>• Schedule variance greater than a negative 5%</li> <li>• No slippage of critical path elements</li> <li>• Cost variance less than 5%</li> <li>• No unforeseen schedule events have occurred</li> <li>• Schedule has a high priority</li> </ul>	<ul style="list-style-type: none"> <li>• Performance is low risk</li> <li>• Very few cost impacts</li> <li>• Cost variance greater than a negative 5%</li> <li>• No slippage of critical path elements</li> <li>• Schedule variance less than 5%</li> <li>• No unforeseen cost events have occurred</li> <li>• Cost control has a high priority</li> </ul>